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PSYCHOLOGICAL STRATEGY BOARD
WASHINGTON 25, D.C.

DRAFT

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INVENTORY OF RESOURCES PRESENTLY AVAILABLE FOR
PSYCHOLOGICAL OPERATIONS' PLANNING

This document was prepared by a panel under the supervision of the staff of the Psychological Strategy Board. It is not a board-approved document, but is available on request for distribution to departments charged with the conduct of psychological operations, for use as a planning checklist. (Reference: Minutes, Seventh Meeting of the Psychological Strategy Board, December 20, 1951).

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Col. USA
Executive Officer

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INVENTORY OF RESOURCES PRESENTLY AVAILABLE FOR PSYCHOLOGICAL OPERATIONS: PLANNING

SECTION I

INTRODUCTORY STATEMENT

PURPOSE

1. This is intended to be a catalogue of the techniques and means of power presently available for the psychological support of U. S. national security objectives. It should be regarded as basic reference information, designed with the thought in mind that its users may not all be specialists experienced in psychological operations.
2. The purposes of this "Inventory of Psychological Operations" are:
 - (a). To provide a check list of sources available for research and development in fields of endeavor applicable to psychological operation's planning and programming;
 - (b). To provide a compilation of agencies to be used as a guide to available media for the implementation of psychological plans and policies;
 - (c). To provide material for a preliminary survey report of present U.S. psychological operations.
3. This inventory is not intended as an appraisal of the adequacy of existing programs, or as a vehicle for policy recommendations. It does not include an assessment of the facilities available in the cold war in terms either of their relative importance in a particular situation or of the application of techniques to specific targets or objectives.
4. The circumstances of use of the resources included here -- the integration of the instrument per se into a strategy of action -- will determine the role which psychological forces can play in support of national objectives. This can be measured in the last analysis only in

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terms of plans, which represent the systematic harnessing of selected ideas to instrumentalities within the framework of established organization.

5. A separate PSB study will be devoted to an inventory of existing policies and plans. In addition, it is contemplated that PSB will develop and issue for the guidance of departments and agencies a series of staff memoranda analyzing inventoried techniques and establishing doctrines for their application.

SCOPE

1. Production of an inventory of these resources at the disposal of the U.S. Government for the purposes of psychological strategy requires, at the start, an attempt to define terms and clearly establish intentions. This is especially necessary in view of the scope of such strategy, and the varying views of its missions and methods.

2. It is assumed that we are concerned with the instruments at our disposal for affecting in our favor the minds, attitudes and relevant actions of foreign peoples, of individuals, groups, and governments. In listing these instruments, two considerations create difficulty. One is that few aspects of American life or government are devoid of potential psychological significance for foreign audiences. The other is that the nature of relevant action responses abroad to an aspect of the U.S. may vary in terms of individuals, groups, or situations. Although anything may be made a "weapon", its "target" depends on the given situation. Hence it becomes necessary to impose certain restrictions on the scope of this inventory.

3. For example, our national instruments for the exercise of direct force, direct negotiation, or direct manipulation are governed primarily by their own functions. But all three forms of action are intimately related to the use and success of psychological strategy, and much psychological leverage depends upon, or is a by-product of, their existence and calculated application.

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4. It will be necessary to preserve the distinction between such sources of psychological effects, and the instruments for manipulating these effects. Otherwise we foster the fallacy that psychological strategy determines, rather than supports, the totality of U.S. policies and actions. The elements of any U.S. agency responsible for dealing with the psychological implications of the agency's activity are considered instruments for the purpose of this inventory. Any agency within or apart from the Government whose activities might have psychological effects should also be considered in this light.

(a). For instance, U.S. atomic production capacity is clearly a major component in the shaping of psychological responses abroad to U.S. policy. Thus psychological considerations might at some time play a part in U.S. atomic energy policies, and the psychological implications of atomic energy could be properly exploited.

(b). The U.S. standard of living is a major and constant conditioning factor in the minds of peoples abroad. It cannot be in any important degree concealed, or raised or lowered in accordance with our purposes. Presumably, given a decision either to maximize or to minimize the material rewards of a free society, the resources enumerated in this inventory could be selectively utilized for that task. In short, the U.S. standard of living is a fact or a concept, not an instrument. It can be exploited but not manipulated; it is therefore excluded from this list.

ORGANIZATION

1. An inventory of instruments for psychological operations falls basically into two categories:

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- (a). Agencies available for planning and programming of psychological operations including private individuals and organizations with a store of accumulated knowledge and experience directly related to various facets of psychological operations.
- (b). Instruments for utilization in the transmission or dissemination of psychological programs, actions or materials, including organizations, persons, media, and devices available as carriers of psychological operations techniques.

2. Within these two general categories, virtually all psychological plans and operations can be undertaken. No survey would, however, be complete unless an attempt were made to provide at least a preliminary listing of the specific programs, techniques, and actions that are available to psychological planners and operators. To prepare an exhaustive listing of this type, however, would involve an attempt to categorize the psychological ramifications of the totality of U.S. power, and would moreover involve itemization of actions whose psychological effect is only secondary to another primary objective.

3. Finally, in order that any listing of such actions avoid the suggestion that psychological operations are intended to form rather than serve policy, no actions have been listed that do not fall within existing U.S. policy. The following inventory is therefore divided into three parts:

- (a). Agencies for Planning and Programming (Section III/II);
- (b). Instruments for Transmission and Dissemination (Section IV/III);
- (c). Fields of Endeavor (Section V/IV).

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CORRIGENDA

SECTION III

page 1, para 1 add National Research Council
National Security Resources Board
Foreign Activities Branch

delete POCC

under ECA add Office of Special Representative (Paris)
Research Branch

under AEC insert Director of Intelligence
Bureau of Mines & Geodetic Survey

para 2 delete Protocol Staff

page 3, para 2 add Public Advisory Groups
Board of Foreign Scholarships
Advisory Committee on Comm. Activities of
Foreign Service
Departmental Staff of Comm. on Educational
Exchange
Departmental Staff of Comm. on Information
International Development Advisory Board
Joint Industry and Rubber Panel
National Commission for UNESCO
Advisory Committee on Voluntary Foreign Aid
Mutual Security Advisory Committee

page 5, para 5 insert under Asst. Chief of Staff for Intelligence
Intelligence Advisory Committee

page 7, para 6 delete Bureau of Medicine and Surgery, etc.

page 9, para 7 delete Surgeon General, etc.

page 11, para 9 delete President's Comm. Policy Board

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page 12, para 15 add Bureau of Foreign Commerce Comm. on Reciprocity
Information
page 14, add Tolstoy Foundation
page 15, delete Council for Democracy
page 17, para D delete Export Advertisers Association

SECTION IV

page 1, under AEC delete Director of Intelligence
page 2, para 2 insert The Protocol Staff
page 2, para 3 add Military Missions (Attaches, etc.)
page 6, para 3 delete Allied Control Council for Germany
Allied Council for Japan
Far Eastern Commission
add Council of Europe
European Payments Union
page 8, add World Federation of UN Associations
page 9, add Iron Curtain Refugee Committee
page 11 add "Groups"
Special Correspondents Overseas
Columbia Broadcasting System
William S. Paley
Edward R. Murrow
National Broadcasting Company
insert under Radio Free Europe
C. D. Jackson
insert under Individual Carriers
Winston Churchill
Carlo Sforza
page 12, para E read former Governor Luther Youngdahl

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INTRODUCTION

(Section III/II*) page 1

This listing includes established offices within the U.S. Government and organizations outside the Government, which might be of use in programming psychological operations. It is not intended to suggest specific programs, nor to presume that each of the offices listed should be brought into psychological operations' program planning. However, individuals engaged in specific projects may find in this list points of reference for enlarging and/or enhancing their proposals. This can serve as a guide; it is by no means necessarily to be followed.

* Section III is now Section II

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SECTION III
AGENCIES FOR PLANNING AND PROGRAMMING

A. U.S. Government Agencies

1. The Executive

The Cabinet

The National Security Council

National Security Agency

Economic Cooperation Administration

Atomic Energy Commission

Council of Economic Advisers

Psychological Strategy Board (POCB)

Central Intelligence Agency

2. The Department of State

The Secretary of State

Special Assistant for Atomic Energy

The Under Secretary of State

International Security Affairs - Secretariat

The Executive Secretariat

Protocol Staff

Counselor

Ambassador at Large

Foreign Service Institute

Division Foreign Service Personnel

Legal Adviser

Assistant Legal Adviser for Public Affairs

Assistant Legal Adviser for Treaty Affairs

Assistant Legal Adviser for United Nations Affairs

Assistant Legal Advisers for Geographic Areas

The Deputy Under Secretary for Policy

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The Policy Planning Staff

Assistant Secretary for Congressional Relations

Assistant Secretary for UN Affairs

Office of International Administration and Conferences

Office of UN Social and Economic Affairs

Office of UN Political and Security Affairs

UN Planning Staff

Refugees and Displaced Persons Staff

Assistant Secretary for Public Affairs

Executive Secretariat PCCC

Public Affairs Advisory Staff

UNESCO Relations Staff

Office of Public Affairs (Domestic)

Special Assistant for Intelligence

Office of Intelligence Research

Assistant Secretary for Inter-American Affairs

Public Affairs Advisor

Geographical Sub-division Desks

Assistant Secretary for European Affairs

Public Affairs Advisor

Geographical Sub-division Desks

Assistant Secretary for Far Eastern Affairs

Public Affairs Advisor

Geographical Sub-division Desks

Assistant Secretary for Near Eastern, South Asian and African Affairs

Public Affairs Advisor

Geographical Sub-division Desks

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Director of German Affairs

Office of Public Affairs

Office of Political Affairs

Office of Economic Affairs

Assistant Secretary for Economic Affairs

Office of Financial and Development Policy

Office of Transport and Communications Policy

Office of International Materials Policy

Office of Economic Defense and Trade Policy

Technical Cooperation Administration

Director of Public Affairs Staff

Departmental Committees

Economic Problems of the UN Collective Measures Committee

Export Requirements Committee

Departmental Committee on Land Reform

Nationalization Claims Policy Committee

Committee on Problems of Dependent Areas

Korean Relief and Rehabilitation Committee

Privileges and Immunities Working Group

Policy Committee on Immigration and Naturalization

Review Committee on Visual and Audio Materials

Under Secretary's Advisory Committee

United Nations Liaison Committee

3. Interdepartmental Committees

Interdepartmental Working Group on ERGAC

Advisory Committee on Export Policy

Inter-agency Committee on Food and Agriculture

Inter-agency Food Committee

Committee on Foreign Supplies and Requirements

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Committee on German Debt Settlement

Government Patents Boards

Committee on International Petroleum Policy

National Advisory Council on International Monetary and Financial Problems

Interdepartmental Advisory Council on Technical Cooperation

Interdepartmental Committee on Trade Agreements

United Nations Economic Committee

Southeast Asia Aid Committee

Committee on International Security Affairs

State-Defense Military Information Control Committee

Working Group On UN Collective Measures

Committee on Human Rights and Status of Women

Committee on Labor

Committee on Non-Self-Governing Territories

Interdepartmental Committee on Prisoners of War

Air Coordinating Committee

Interdepartmental Radio Advisory Committee

Shipping Coordinating Committee

Telecommunications Coordinating Committee

4. Department of Defense

Office of the Secretary

Deputy Secretary of Defense

Special Assistant to the Deputy Secretary

Assistant to the Secretary for International Security Affairs

Office of Foreign Military Affairs

Office of North Atlantic Treaty Affairs

Office of Military Assistance

Armed Forces Information and Education Division

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Armed Forces Staff College

Armed Forces Industrial College

National War College

Office of Public Information

Military Liaison Committee to AEC

Weapons Systems Evaluation Group

Joint Chiefs of Staff

Director of the Joint Staff

Director of Communications and Electronics

Chief of the Joint Subsidiary Plans Division

Munitions Board

Vice Chairman for International Programs

North Atlantic Treaty Organization Standing Group

Psychological Warfare Officer

Research and Development Board

Committee on Human Resources

5. Department of the Army

Secretary of the Army

Special Assistant to the Secretary

Special Assistant for Occupied Areas

Chief of Staff U.S. Army

Deputy Chief of Staff for Plans

Chief of Information

Plans and Policy Office

Command and General Staff College

Assistant Chief of Staff for Intelligence

Plans and Coordination Branch

Dissemination Branch

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SECURITY INFORMATION

Estimates Branch
Special Research Branch
Geographical Sub-division Branches
Assistant Chief of Staff for Operations
Deputy for Atomic Energy
Deputy for Guided Missiles
Foreign Military Missions
Operations Division
Plans Division
International Branch
Policy Planning Branch
Joint War Plans Branch
Army War Plans Branch
Assistant Chief of Staff for Logistics
Plans Division
Research and Development Division
Chief of the Corps of Engineers
Intelligence Division
Research and Development Division
Chief of the Chemical Corps
Plans Training and Intelligence Division
Office of the Provost Marshal General
Military Government Division
Office of the Chief of Ordnance
Intelligence and Security Division
Office of the Judge Advocate General
International Law Branch
Office of the Chief of Psychological Warfare
Psychological Operations Division

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Requirements Division

Special Operations Division

(Human Resources Research Office)

Office of Chief Signal Officer

Plans and Operation Division

Office of the Surgeon General

Special Projects Office

Research and Analysis Board

Office Chief of Transportation

Military Planning and Intelligence Division

6. Department of the Navy

The Secretary of the Navy

The Under Secretary of the Navy

Special Assistant to the Under Secretary for Research and
Development

Chief of Information

Office of Naval Research

War Plans Division

Human Resources Division

Programs and Projects Research Division

Special Devices Division

Bureau of Aeronautics

Foreign Relations Security Division

War Plans Coordination Division

Assistant Chief Research and Development

Special Equipment

Judge Advocate General's Division

International Law Branch

Bureau for Medicine and Surgery

Atomic Defense Division

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Special Weapons Medicine Division
Military Sea Transport Service
Planning Division
Assistant Chief of Staff (Operations)
Chief of Naval Operations
General Planning Group
Naval Communications Division
Deputy Chief of Naval Operations (Air)
Guided Missiles Division
Electronics Division
Foreign Aid Branch
Special Devices Branch
Material Control Division
Foreign Military Assistance Branch
Deputy Chief of Naval Operations (Operations)
Assistant for JCS and NATO Affairs
Fleet Operations Planning Branch
International Affairs Division
Office of Naval Intelligence
Strategic Plans Division
Atomic Energy Division
Operational Readiness Division
New Developments and Operations Evaluation Branch
Plans and Coordination Branch
Human Resources Branch
Assistant Chief for Naval Operations (Undersea Warfare)
Anti-submarine Warfare Plans and Intelligence
Research and Development Branch

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SECURITY INFORMATION

Bureau of Ordnance

Plans and Progress Division

Foreign Aid Branch

Research and Development Division

Bureau of Ships

Support and Countermeasures Division

Nuclear Power Division

7. Department of the Air Force

Secretary of the Air Force

Special Assistant for Overseas Bases

Special Assistant for Special Projects

Chief of Staff U.S. Air Force

Director of Public Relations

Surgeon General

Medical Research Division

Deputy Chief of Staff for Development

Director of Research and Development

Human Resources Division

Research Division

Deputy Chief of Staff for Materiel

Assistant for Logistics Plans

Director of Transportation

Director of Installations

War Plans Division

Deputy Chief of Staff Operations

Assistant for Air Bases

Assistant for Atomic Energy

Director of Communications

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SECURITY INFORMATION

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Director of Intelligence

Air Targets Division

Estimates Division

Evaluation Division

Policy Division

Director for Operations

Control Division

Operations Analysis Division

Atomic Warfare Branch

Combat Operations Branch

Director of Plans

Foreign Military Assistance Branch

Policy Division

International Branch

Psychological Warfare Division

Chemical and Biological Warfare Team

Plans and Policy Team

Psychological Warfare Team

Special Operations Team

Human Resources Research Institute

War Plans Division

Air Force Operations - Atomic Energy

Operations Division

Research and Development Division

8. Defense Department Joint Agencies

Armed Forces Special Weapons Project

Special Projects Division

Weapons Development Division

Weapons Effects Division

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Joint Chiefs of Staff

Advance Study Committee

Intelligence Committee

Intelligence Group

Intelligence Objective Agency

Strategic Plans Committee

Strategic Plans Group

Strategic Survey Committee

North Atlantic Ocean Regional Planning Group

SHAPE Liaison Office

President's Communications Policy Board

Committee on the Armed Forces Education Program

British Joint Services Mission

10. Economic Cooperation Administration

Staff Committee Foreign Supply and Requirements

Assistant for National Security Affairs

Assistant for Program

Europe

Far East

Financial Policy and Trade Development

Assistant for Supply

Transportation Division

Office of Information

Plans & Research

Public Advisory Board

11. Treasury

Office of International Finance

Bureau of Narcotics

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SECURITY INFORMATION

Bureau of Customs

Commissioner of Accounts

Foreign Obligations Division

12. Justice

Alien Property Custodian

Immigration and Naturalization Service

Board of Appeals

13. Post Office

Division of International Service

14. Agriculture

Director of Foreign Agricultural Economics

Agriculture Research Administration

Production and Marketing Administration

15. Commerce

Assistant Secretary for International Affairs

Director of the Office of International Trade

16. Labor

Office of International Labor Affairs

Bureau of Women's Affairs

B. Congressional Committees

1. Senate

Appropriations

Armed Services

Finance

Foreign Relations

Interstate and Foreign Commerce

Interior and Insular Affairs

2. House

Appropriations

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Armed Services

Education and Labor

Foreign Affairs

Interior and Insular Affairs

Interstate and Foreign Commerce

Merchant Marine and Fisheries

Un-American Activities

3. Joint Committees

Atomic Energy

Defense Production

C. Non-Governmental Agencies of Research Value

Institute of International Relations (Yale)

Operations Research Office (Johns Hopkins University)

School for Advanced International Studies (Johns Hopkins University)

Research and Development Corporation

Russian Institute (Columbia University)

Project for Study of Contemporary Cultures

Russian Research Center (Harvard University)

Hoover Library (Stanford University)

Southeast Asia Area Program (Cornell University)

Far East and Russian Institute (University of Washington)

International Public Opinion Research

Research Services Ltd. (London)

American Institute for Public Opinion

Ford Foundation

Institute for Advanced Studies (Princeton University)

Rockefeller Foundation

Center for International Studies (Mass. Institute of Tech.)

University of Chicago

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University of Illinois
New School for Social Research
Brookings Institute
Carnegie Corporation of New York
Carnegie Endowment for International Peace
Carnegie Foundation for the Advancement of Teaching
Commonwealth Fund
Diplomatic Affairs Foundation
Near East Foundation
Field Foundation
Daniel and Florence Guggenheim Foundation
Josiah Macy, Jr., Foundation
Phelps-Stokes Fund
General Education Board, Rockefeller Foundation
Russell Sage Foundation
Alfred P. Sloan Foundation
Twentieth Century Fund
William C. Whitney Foundation
Woodrow Wilson Foundation
National Education Association
Middle East Institute
Institute of Pacific Relations
Public Affairs Committee
Research Bureau for Post War Economy
Institute of Current World Affairs
World Government Association
National Geographic Society
Ethnogeographic Board
National Policy Committee

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American Council on World Affairs
Institute on World Organization
Committee for Present Danger
National Foreign Trade Council
U.S. Association on World Affairs
(Municipal Chambers of Commerce - Foreign Departments)
China Institute of America
American Asiatic Association
Citizens Conference on International Economics
Committee for Economic Development
Institute of International Education
Council for Democracy
Committee for Free Europe
Institute for National Education
Foreign Policy Association
Council on Foreign Relations
American Federation of Labor
Congress of Industrial Organizations
International Institute of Agriculture
Free World Association
Institute on Post-War Reconstruction (N.Y.U.)
Council for Inter-American Cooperation
Labor Research Association
American Maritime Council
American Academy of Political and Social Science
American Arbitration Association
American Association for the Advancement of Science
American Association for the United Nations, New York
American Association for the UN, Chicago

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American Council on Education
American Economic Association
American Institute of Architects
The American Legion
American Political Science Association
American Public Relations Association
American Society of International Law
Atlantic Union Committee
Catholic Association for International Peace
Chamber of Commerce of the U.S.
Committee for the International Trade Organization
Committee on Women in World Affairs
Common Cause
Far-East American Council of Commerce and Industry
Federal Union, Inc.
Institute for Intercultural Studies, Inc.
Institute of Ethnic Affairs
Institute of World Affairs
Institute on World Organization
National Association for the Advancement of Colored People
National Conference of Christians and Jews
National Council on the Prevention of War
Pan Pacific Women's Association, American Section
Social Science Research Council
Social Science Foundation
United Council on World Affairs
U.S. Council International Chamber of Commerce
United World Federalists, USA, INC.
Western Policy Committee

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Woodrow Wilson School of Foreign Affairs (University of Virginia)

Religious Committees on World Affairs

Baptist, Catholic, Friends, Methodist, Etc.

Councils on World Affairs, International Relations, etc.

Northern California, Oregon, Rhode Island, Buffalo, Chicago, Dayton,

Rochester, Cleveland, etc.

D. Private Industry Groups of Research Value

Survey Associates Inc.

Motion Picture Association of America

Motion Picture Export Association

Association of Export Advertisers

Export Advertisers Association

Commerce & Industry Association of N.Y. (Foreign Trade Department)

Air Transport Association of America

International Basic Economy Corporation

National Council of American Importers

American Society of Newspaper Editors

National Association of Manufacturers

The Advertising Council

American Bankers Association

Cleveland World Trade Association

Commission of the Churches on International Affairs

World Trade Foundation of America

Major Business Corporations Represented Abroad

Standard Oil

Coca Cola

General Aniline & Film

Westinghouse International

Monsanto Chemical

General Motors

Portland Cement

Ford

Singer Sewing Machine

International Tel & Tel

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(Section IV/III*)

As in the previous section, psychological operations' programmers are herewith provided a checklist of available means of transmission. The Government officers listed and the non-Governmental organizations included, are itemized solely for guidance purposes. This is not to say that any one of them must, or even should be used as a means of communication, but they suggest themselves as "being available" should specific psychological operations' projects call for their use. Again, this listing should not be taken as a pattern or as recommendations; it is simply an amalgamation of available resources which may be of use, at some time, in psychological operations.

* Section IV is now Section III

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SECTION IV

INSTRUMENTS FOR TRANSMISSION AND DISSEMINATION

A. U. S. Government Agencies

1. The Executive

The President

The Secretary of State

Diplomatic Missions Abroad

The Secretary of Defense

The Secretary of the Treasury

The Secretary of Agriculture

The Secretary of Commerce

The Secretary of Labor

National Security Administrator

NSA Missions Abroad

Economic Cooperation Administrator

ECA Missions Abroad

Central Intelligence Agency

North Atlantic Treaty Organization

U.S. Missions to UN (including UNESCO and other UN Commissions)

Export-Import Bank

U.S. Tariff Commission

(Advisors on Foreign Trade and Foreign Trade Policy)

Canal Zone Government

Federal Communications Commission

Defense Production Administration

Foreign Activities Branch

Foreign Requirements Branch

Atomic Energy Commission

Director of Intelligence

Division of Information Services

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2. The Department of State

Special Assistant to the Secretary for Press Relations
Special Assistant to the Under Secretary (Lloyd Lehrbas)
Visa Division (Office of Security & Consular Affairs)
Assistant Secretary for Public Affairs
 International Education and Exchange Program
 Overseas Outposts
Institute of Inter-American Affairs
International Claims Commission
International Joint Commission

3. Department of Defense

Joint Chiefs of Staff
 Overseas Commands
 Psychological Warfare Division
 Civil Affairs Division
 Political Advisers Public Information Division
 Troop Information and Education Division
North Atlantic Treaty Organization Standing Group
 Public Relations Officer
Research and Development Board
 Public Information Branch
Office of Public Information

4. Department of the Army

Secretary of the Army
Army Information Digest
Civilians Awards Division
Historical Division
Chief of Staff U.S. Army
 Public Information Division

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Troop Education and Information Division (eavesdropping audience
of English-speaking
troops and civilians)

Intelligence Division

Foreign Liaison Branch

Counter Intelligence Branch

Censorship Branch

5. Department of the Navy

Secretary of the Navy

Office of Industrial Relations

Office of Information

Bureau of Aeronautics

Guided Missiles

Special Projects

Photographic Division

Research and Development

Chief of Naval Operations

Island Government and Inter-American Affairs

Joint International Projects

Pan American Affairs and USN Missions Division

Deputy Chief of Naval Operations

Office of Naval Intelligence

Foreign Liaison Branch

Naval Intelligence School

Air Operations

Deputy Chief of Naval Operations (Air)

Lighter-than-Air Plans and Programs

Bureau of Ships

Electronics Shore Division

Communications Engineering

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Naval Facilities Division

Overseas Facilities Branch

Applied Sciences Division

Visibility and Concealment Branch

6. Department of the Air Force

Secretary of the Air Force

Chief of Staff U.S. Air Force

Deputy Chief of Staff Operations

Assistant for Air Bases

Director for Operations

Military Missions Branch

7. Post Office

Division of Stamps and Philately

8. Interior

Office of Territories

9. Agriculture

Office of Information

10. Commerce

Office of Technical services

11. Labor

Director of Information

B. Foreign Governments

Including their embassies, missions, information services, trade and other special delegations and their representatives at international conferences.

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C. International Organizations (U.S. or Allied Participation)

1. United Nations and Specialized Agencies

United Nations (GA, SC, ECOSOC, Trusteeship Council, etc.)
Food and Agriculture Organization of the United Nations
International Bank for Reconstruction and Development
International Civil Aviation Organization
International Labor Organization
International Monetary Fund
International Telecommunication Union
United Nations Educational, Scientific and Cultural Organization
Universal Postal Union
World Health Organization
World Meteorological Organization
International Refugee Organization
United Nations International Children's Emergency Fund
United Nations Korean Reconstruction Agency
United Nations Relief and Works Agency for Palestine Refugees in
the Near East
Interim Commission for the International Trade Organization
Provisional Maritime Consultative Council

2. Inter-American Organizations

Organization of American States
American International Institute for the Protection of Childhood
Inter-American Commission of Women
Inter-American Conference on Social Security
Inter-American Defense Board
Inter-American Indian Institute
Inter-American Institute of Agricultural Sciences
Inter-American Radio Office

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Inter-American Statistical Institute
Pan American Institute of Geography and History
Pan American Railway Congress Association
Pan American Sanitary Organization
Postal Union of the Americas and Spain

3. Other International Organizations

Allied Commission for Austria
Allied Control Council for Germany
Allied Council for Japan
Allied High Commission for Germany
Caribbean Commission
Central Commission for Navigation of the Rhine
Committee of Control of the International Zone of Tangier
Council of Foreign Ministers
Far Eastern Commission
Inter-Allied Reparations Agency
International Authority for the Ruhr
International Bodies for Narcotics Control
International Commission for Northwest Atlantic Fisheries
International Council of Scientific Unions and 8 Associated Unions
International Union of Official Travel Organizations
International Union for the Protection of Industrial Property
International Union for the Publication of Customs Tariffs
International Whaling Commission
International Wheat Council
Interparliamentary Union for the Promotion of International Arbitration
North Atlantic Treaty Organization
Permanent Court of Arbitration

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Permanent International Association of Navigation Congresses
Rubber Study Group
South Pacific Commission
Tripartite Commission for the Restitution of Monetary Gold
International Bureau of Education
Nansen International Office for Refugees
World Council of Churches
International Cooperative Alliance
International Organization of Employers
International Industrial Relations Institute
International Broadcasting Union (European Broadcasting Union)
International Shipping Conference
International Air Traffic Association
Commission for International Relations and Travel
World Power Conference
International Academic Union
International Federation of Teachers Associations
International Students Service
World Federation of Educational Associations
International Missionary Council
International Eucharistic Conference
International Alliance of Women
International Red Cross
International Olympic Committee (Associated Federations)
Institute of International Law
International Federation of ex Political Prisoners
International Correspondence Bureau
International Bar Association
International Arbitration League

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World Medical Association

(International Congress for Medical Assistance by Air)

International House (New York, Chicago, New Orleans, etc.)

International Scientific Radio Union

International Association of Sociologists

International Telegraph Consultative Committee

International Wireless Communications Advisory Committee

International Frequency Regulation Board

International Committee on Television

International Touring Alliance

International Maritime Committee

International Council of Women

Asian Relations Organization

International Union Against Race Discrimination

World Union of Jewish Students

International Movement of Catholic Students

World Alliance of YCA

World Alliance of YMCA

International Union for the Protection of Authors and their
Literary and Artistic Works

International Relief Union

Council for Technical Cooperation in South & Southeast Asia

Foundation for International Scientific Coordination

International Association of Navigation Congresses

International Association of Road Congresses

World Engineering Conference

World Petroleum Congress

International Scientific Film Association

International Universities Bureau

Society for Freedom in Science

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D. Private U.S. Media for Foreign Impact

American Field Service

American Friends Service Committee

American Jewish Joint Distribution Committee Inc.

American National Red Cross

American Public Relations Association

ASCAP

American Textbooks Publishers Institute

Boy Scouts of America

CARE

Church World Service

Civitan International

Committee on Friendly Relations Among Foreign Students

Common Cause

CIO, AFL

International Cities Managers Association

Kiwanis International

Lions International

Methodist Church Board of Missions

National Association of Magazine Publishers

National Council of American Importers

National Council of the Churches

Division of Foreign Missions

National Federation of American Shipping

Optimist International

Order of the Sons of Italy

Pilot Club International

Quota Club International

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Rotary International
Roundtable International
Toastmasters International
World Alliance for International Friendship through Religion
Worlds Students Service Fund
Zonta International
Congress of European Nationalities
International Amateur Athletic Association
World Association of Girl Guides and Girl Scouts
American Council of Voluntary Agencies for Foreign Service
American Society of Travel Agents
International Federation of Travel Agencies
Motion Picture Export Association
Export Advertisers of America
American Paper and Pulp Association
National Printing Equipment Association
National Publishers Association
Association of International Publishers Representatives
International Students Union
Overseas Automotive Club
New York Board of Trade (International Trade Section)
 Similar Foreign Trade Departments of Municipal Chambers of Commerce
Export Managers Club of New York
English Speaking Union
Foreign Commerce Club of New York
International Association of Labor Officials

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E. Selected Groups

International Amateur Radio Union

American Radio Relay League

Foreign Correspondents Association (Editor & Publisher 1951 pg.331)

Newspapers and magazines circulated abroad

(Life, Time, Newsweek, Readers Digest, Christian Science Monitor, London Daily Mail, New York Times, New York Herald Tribune, Stars & Stripes, etc.)

News, picture and communications agencies operating abroad

(AP, UP, International News Service, Reuter's, Agence France Presse, Press Wireless, Mackay Radio, RCA, etc.)

Overscas Press Club (New York)

"Mutual Friendship" societies aimed at cementing relationships between peoples of another country and the American public

Foreign Newspaper Representatives

(J.B.Powers, Publicatos, doPhillips Co.,etc. - E&P 1951 pg.68)

Radio Free Europe

International Press Institute

U.S. Olympic Team, U.S. Davis Cup Team, and other international teams

Summer Student Tours, including privately sponsored tours of glee clubs, ballets, dramatic groups, etc.

Individuals prominent in diplomatic, entertainment, education, communications, scientific, intellectual, and other fields.

Nobel Peace Prize Winners

State and municipal officials with significant foreign background

F. Special Channels

Foreign Language newspapers in the U.S. (E&P pg.261) *

Foreign communications facilities (press, film, radio, etc.)

Governments-in-exile

STATOTHR

* [REDACTED] reporter for the Cleveland Press, is assigned specifically to the large Balkan population in his area. Part of each year he spends abroad making "connections" between his people in Cleveland and their relatives in foreign countries. A very useful device.

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Association of American Correspondents in London

Anglo-American Press Club (Paris)

Foreign nations' public opinion surveys

Foreign Nationality Groups in the U.S.

Italian: California, Illinois, Massachusetts, New Jersey,
New York

German: California, Illinois, New Jersey, New York, Ohio,
Pennsylvania, Wisconsin

Russian: California, Massachusetts, New York, Pennsylvania

Czech: Illinois, Pennsylvania

Irish: Massachusetts, New York

Polish: Massachusetts, New York, Ohio

Scandinavian: Minnesota

State and municipal councils on world affairs, international
relations, etc.

Major business groups represented abroad

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Notes

1. The foregoing comprises a selection of perhaps 90% of the available resources in the two categories covered by this inventory. Obviously a complete listing of every possible and/or potential organization group, committee or individual would take many months and fill a volume many times this size. An effort has been made, however, to comb through the bulk of source material available and to come up with a reasonably complete and at least representative cross-section of the resources at hand. .

2. With respect to foundations, institutions and private business firms, as well as with public-interest groups such as councils, committee, etc., it should be noted that Government relations with such agencies are subject to the utmost diplomacy and security clearances. All of them are extremely jealous and proud of their freedom from Government influence. Should any of these agencies be applicable to Government operations the most tactful approach will be required to achieve any reasonable degree of cooperation. Various subdivisions of the State Department, such as External Research, Public Affairs and Public Liaison, are experiences in this field and their advice would be profitable.

3. The occurrence in this inventory of organizational titles indicating an agency's primary endeavor in youth activities, religion, education, etc. requires a special note. Such specialized agencies as these are especially wary of being subjected to government influence. Their sensitivity should be borne in mind in conducting negotiations with them.

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REFERENCES

The Congressional Directory
Department of State Directory
Department of Defense Directory
Economic Cooperation Administration Directory
"American Agencies in International Affairs" (Council on Foreign Relations)
"National Organizations in which the U.S. Participates" (Brookings Inst.)
"Non-Governmental Organizations in Consultation with the UN Committees"
(Department of State)
"Inter-Governmental Organizations" (UN, ECOSOC 1951)
"U.S. Government Organization Manual, 1951"
"Editor & Publisher Year Book, 1951"
"National Associations of the U.S." (Department of Commerce)
"International Organizations in which the U.S. Participates, 1949"
(Department of State 3655)
"International Non-Governmental Organizations" (Rutgers Univ. Press 1951)
"Directory of National Scientific Organizations" (UNESCO 1950)
"Year Book of International Organizations 1950"

Also of aid in this field are the following State Department Officials:

W. R. Lampshire, Executive Secretariat
John M. Begg, Division of Public Affairs
E. M. Kirkpatrick, Office of Intelligence Research
Ben G. Crosby, Division of Public Liaison

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INTRODUCTION

(Section V/IV*)

This section comprises categories of existing political, economic, military and propaganda programs. Each of the subsections represents a field of endeavor such as an industry, a profession, a category of social institutions, or a socio-technical function (such as communications). Each subsection includes first a brief statement of the significance of the field and then a breakdown into a listing of some of the established programs within the field, the agency presently responsible for the program, and the action-effect the program is designed to achieve.

*Section V is now Section IV

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A - AGRICULTURE

1. Psychological Significance of the Field.

Agriculture, as a basic industry of practically every country, has a two-fold place in cold war activities. In the sphere of economic warfare, it is a primary target for various forms of attack; the importance of agriculture in the aims of psychological warfare lies in the fact that it provides a livelihood for large and homogenous sections of each country's population and presents unique opportunities for penetration by white, grey, and black propaganda. Strengthening the agricultural economies of non-Communist nations is essential to the creation of positions of strength in the military, economic, and political fields. The potential of agriculture as a field for cold war operations is considerable, therefore, from the standpoint of both economic and psychological warfare.

2. Programs or categories; primary agency responsibility; action capabilities:

| <u>Programs</u> | <u>Responsibility</u> | <u>Objective</u> |
|-----------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| (1) Land Reform | Inter-Agency UNESCO | Raise the standard of living of peasantry and improve their relationship to the land they cultivate. |
| (2) Technical Assistance Program (Point IV) | State Department, Department of Agriculture | Economic development of backward areas; improvement of living conditions and stability; increase of trade and the availability of strategic commodities. |
| (a) Food improvement program; improvement projects for various crops. | | |

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|------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| (b) Insect control | | |
| (c) Animal improvement | | |
| (d) Agricultural economic research, farm management, marketing. | | |
| (e) Rubber program | | |
| (f) Disease control | | |
| (g) Extension program | | |
| (3) Agricultural Training Program. | Department of Agriculture | Training of foreign technicians in agricultural methods. Demonstrations and instructions in U.S. farming methods. |
| (4) Development of Agricultural Institutions Abroad. | Department of Agriculture | Same as (3) |
| (5) ECA Agriculture Program. | ECA | Economic rehabilitation and advancement of Western Europe. |
| (6) USIE Educational Program | State Department | To raise agricultural production and standards through better practices, demonstrated by films, lectures, pamphlets, posters, etc. |
| (7) Smith Act | Inter-Agency | To use the repayment of the Finnish debt to the U.S. after World War I to assist in the education of Finnish students in the U.S. |
| (8) Bank Loans | Export-Import Bank | Develop credit and create stability through greater agricultural and other production. |
| (9) Subsidy of various philanthropic and scientific organizations such as Rockefeller, Ford, and Near East Foundations, etc. | State Department, ECA, private. | Improve living conditions in backward areas; train indigenous technicians; place American experts abroad to teach better methods. |
| (10) U.S. Colleges Program Abroad | Private | Find better breeding stock for U.S. corn, improvement of indigenous corn. |

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- (a) Iowa State Corn Improvement Program
- (b) Michigan State Costa Rica Project Private Improvement of international relations and agricultural methods
- (c) Etc. Note: Most of the overseas programs of this type sponsored by American colleges, are at least partially subsidized by ECA or Department of Agriculture.
- (11) Research by American Commercial Firms, such as Grace and Co., United Fruit Co., International Harvester, Del Monte Packing Co., etc. Private Improve the quantity and availability of world food crops. Improvement and adaptation of American machinery to local conditions.
- (12) Subsidy of commercial projects such as irrigation, well drilling, drainage, etc. ECA, State Department To improve living standards and political stability abroad.
- (13) Support of and leadership in UN agricultural activities. ECA, State Department Rural education centers under UNESCO, livestock restoration under FAO, etc.

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B - CULTURE

1. Psychological Significance of the Field.

a. A civilization's culture, at any stage of its existence, is its total achievement, individually and collectively, in the fields of intellectual and aesthetic effort usually referred to generically as the seven lively arts. It may include others, more in the nature of "mores" or "standards", but for this discussion the "arts" will suffice. Culture itself is intangible and cannot be measured by precise units or pre-determined standards. However, its manifestations such as works of art, pieces of literature, declarations of drama and compositions of music, may be reduced to tangible form and thus may be evaluated. Since these manifestations are generally created for public consumption, they are capable of impressing the consumers - even if the normal reaction is so simple as "like" or "dislike". However, in a vast majority of instances, an impression carries with it an idea; consequently cultural manifestations may well be considered vehicles for specifically designed impressions - in short, propaganda.

b. Considered as a whole, culture is a slow-moving, constantly developing force in any society - much like a river of volcanic lava inching down a mountain-side. In individuals of middle-age a nation's culture is deep-rooted, wedged almost immovably into their character. It is thus one of the final elements to be purged from the individual by a totalitarian government. Conversely, such a regime's own propaganda may be infiltrated into the society through designed cultural manifestations directed purposefully to younger members of that society whose intellect and aesthetic sensitivity are in a developmental stage.

d. The field of cultural manifestations thus is open to any force - individual or mass - desiring to create an impression. "Psychological operations" may be applied to the field as easily as any philosophy or

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any political concept. An effort must be made, however, to appeal to both parts of the "target-society" - those who are steeped in tradition, and those others whose only impressions have been created by the "target elite".

2. Programs for Exploitation of the Field:

| <u>Program</u> | <u>Responsibility</u> | <u>Objective</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. USIS activities, specifically providing travelling art exhibits, photo exhibits, books, etc. | State Department | Serving the U.S. aim of keeping foreign populations informed and abreast of developments in American art. |
| b. VOA musical programs, dramatic adaptations and special cultural-event coverage. | State Department | Create or hold an impression that the U.S. is devoted to and practices these art forms. |
| c. USIE project involving an exchange between this country and others of artists, writers, photographers, sculptors, small dramatic groups, ballet companies and choral groups. | State Department | To demonstrate the extent of U.S. development in these art forms, and to provide the "personal touch" for considerably more propaganda effect than inanimate exhibits and radio broadcasts. |
| d. Commercial motion pictures selected for their quality and "point", to be distributed abroad through normal channels (selection to avoid "The Desert Fox"; distribution to be "encouraged" by U.S.). | State Department | To develop a sense of appreciation among foreign audiences for American motion picture techniques and dramatic capabilities. |
| e. Documentary films, portraying various facets of American life especially those indicating U.S. advancement in spheres such as race relations, education, flood control, highway improvement, industrial design, architecture, etc. | State Department TCA | To bring well-planned and well-executed graphic descriptions of American culture and social achievement to foreign peoples. |
| f. Commercial radio programs selected for their reflection of 20th century American culture to be produced | State Department | Again to provide a "real touch" for audiences who have heard about our radio culture but have |

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in foreign countries for simultaneous transmission to the U.S. on regular schedule and to the local foreign audience.

never experienced it.*

- g. Distribution of instructions, information, guidance, "helpful hints", etc. in the fields of individual artistic endeavor; written with a purpose and circulated abroad to parallel similar publications already in circulation in the U.S.

State Department
Interior "
GPC

To extend abroad the American concept of culture for the "little man" as exemplified by "how to" booklets.

- h. Development of cultural centers wherever military forces are stationed; similarly intensify troop participation in these centers with appropriate publicity in the local foreign press.

Defense
Department

To exemplify the extent of cultural activities among the American people (the "real touch") and to provide outlets for guided cultural manifestations in foreign centers.

- i. Sponsorship of exhibits, festivals, etc. to encourage anti-Communist artistic endeavor in foreign countries, emphasizing the contrast in art-ideas between the free and the totalitarian worlds.

State Department

Development of a pointed anti-Communist effort in the artistic fields sponsored both overtly and covertly by the U.S.

- j. Periodic "news-letter" information on artistic developments behind the Iron Curtain and exchange such information with similar news from the free world so that each side knows what the other is doing and how.

State Department
CIA

Back up the efforts in Item i. by contrasting cultural development in either system.

- k. Provision for safeguarding and exploiting classical examples of cultural manifestations from behind the Iron Curtain (c.f. N.Y. Times, 11/11/51 re Hungarian "Artrex" maneuver).

CIA

To prevent their prostitution for Communist ideological or practical purposes.

* As evidenced by the use of television in Berlin earlier this fall development of this media abroad will open parallel opportunities for exploiting whatever cultural advancement the U.S. has made in this field.

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C - ECONOMIC WARFARE

. Psychological Significance of the Field:

a. Economic Warfare has been a weapon of national policy since at least the time of the Roman Empire. During the past 100 years it has come to be especially significant and probably reached its greatest stature during World War II. However, it is the view of some experts in the field that traditional economic warfare is less effective against a relatively integrated and self-sufficient economy as is the Soviet Bloc than it was against Italy, Germany, and Japan during WW II. The potentiality of economic warfare remains and therefore it may become necessary to develop new and unorthodox techniques to use this weapon most effectively.

b. Today, vast improvements in the techniques of international economics have complicated the field, but at the same time have opened it to perhaps less obvious means of exploitation. International unionization, advertising, public relations and communications should be considered now as additional avenues of approach in economic warfare. As private enterprise, these may well go beyond the post-war international trade and economic agencies developed bilaterally and sponsored by U.S.

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2. Programs for Exploitation of the Field:

| <u>Program</u> | <u>Responsi- bility</u> | <u>Objective</u> |
|----------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. Council of Economic Advisors | Executive Office of the President | To develop national economic policies. |
| b. Technical Cooperation Administration (Point IV) | State | To aid under-developed countries and to stimulate thereto a flow of private capital. |
| c. Mutual Security Agency | Executive Office of the President | To achieve a proper relationship between foreign economic measures and defense plans. |
| d. Office of International Finance | Treasury | To develop international finance and monetary programs; to sponsor and participate in the international monetary fund, the International Bank for Reconstruction and Development, the Anglo-American Finance Agreement, and the US Exchange Stabilization Fund. |
| e. Office of Alien Property | Justice | Control or vesting of enemy-owned property. |
| f. Anti-Trust Division | Justice | To "monitor" foreign trade involving possible US monopolies. |
| g. Office of International Trade | Commerce | To promote the foreign commerce of the US. |
| h. Maritime Administration | Commerce | To determine ocean routes and services essential to the foreign commerce of the US. |
| i. Patents Office | Commerce | To administer federal patent and trademark laws. |
| j. Foreign Trade Zones Board | Commerce | To establish free ports in the US to promote foreign commerce. |
| k. Office of Foreign Agriculture Relations | Agriculture | To survey foreign production and consumption of foreign products. |
| l. Economic Cooperation Administration | Independent | To foster economic development of Europe and Far East. |
| m. Export-Import Bank of Washington | Independent | To finance imports and exports. |
| n. US Tariff Commission | Independent | To report upon tariff and foreign trade matters. |

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D - EDUCATION

1. Psychological Significance of the Field.

All action in support of foreign policy is designed ultimately to influence the state and content of mind of peoples so as to weaken the adversary and strengthen support of the nation in pursuit of its objectives. Education, which is defined as the discipline of mind or character through study or instruction, is a fundamental instrument for influencing the state and content of people's minds.

The objectives of the U.S. and the free world are: (1) To reduce the influence of the Kremlin Regime, both nationally and internationally; and (2) to bring about a comity of nations. It is incumbent, therefore, upon the U.S. and the other free nations to educate the individuals of the USSR and satellites in accordance with such objectives.

2. Programs or categories; primary agency responsibility; action capabilities.

- | | | |
|--------------------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------|
| a. (1) USIE | State | Promote a better understanding of the US in other countries, and secure mutual understanding between people of US and other countries. |
| (2) Student Exchange (Fulbright Act) | State | In respect for US institutions and learning. |
| (3) UNESCO | | Remove national barriers and provide interchange of educational ideas and methods. |
| (4) American Council of Education | State | Orient foreign visitors to promote friendship and understanding. |
| (5) World Literacy Movement | | Eliminate illiteracy. |

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E - ENTERTAINMENT

1. Psychological Significance of the Field.

Propaganda efforts are wasted unless they reach an audience; one way to acquire an audience is to provide entertainment. Entertainment, as a whole, covers many art forms and, therefore, reaches audiences of wide varieties of tastes. Entertainment (music, drama, literature, sports, such as the Olympic Games, etc.) surmounts racial and national barriers, so its applicability is universal. Entertainment can deliver its impact on non-communists and neutrals, as well the Communist Bloc.

2. Programs or categories; primary agency responsibility; action capabilities:

| <u>Program</u> | <u>Responsibility</u> | <u>Objective</u> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (1) Approximately 150 reels of motion picture film covering approximately 75 subjects, at least half to be produced abroad in such countries as Iran, Turkey, Greece, Egypt, Italy, France, Philippines, Thailand, Malaya, and New Delhi. | State Department | (1) Expose Communist tactics and develop psychological and military resistance thereto. (2) Show the positive alternatives to Communism. (3) Show that the national objectives of the free world coincide with US objectives. (4) Point out the need for solving international problems through international action. |
| (2) Traveling Theater Groups, opera, musicals, etc. | | (1) Promote US ideas and ideals. |
| (3) Traveling athletic groups, baseball, hockey, tennis, golf, etc. | | (1) Further international fraternization. (2) Present opportunities for exchange of ideas. |

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F - GOVERNMENT AND INTERNATIONAL ORGANIZATIONS

1. Psychological Significance of the Field.

I. The significance of government activities hardly needs emphasis, since this field includes such matters as Congressional legislation, treaty ratification, and the formation and conduct of the nation's foreign policy by diplomatic and other procedures, when such actions are devised primarily for psychological effects, or when such effects while secondary, are capable of manipulation.

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F - GOVERNMENT AND INTERNATIONAL ORGANIZATIONS

II. Programs or categories; primary agency responsibility; action capabilities:

a. Congress

| <u>Program</u> | <u>Responsibility</u> | <u>OBJECTIVE</u> |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------|
| (1) Resolutions, separate or concurrent (e.g., the MacMahon Resolution on Friendship for the Russian people) | Senate and House | Clarify US purposes and serve as psychological action. |
| (2) Investigations (e.g., proposed investigation of Katyn Massacre) | Senate or House | Serve as psychological action. |
| (3) Treaty Ratification and/or Revision (Proposed ratification of the Japanese Treaty and revision of the Italian Treaty) | Senate | Legalize treaties, the contents of which may be used for psychological operations |
| (4) Speeches | Senate or House Members | Serve deception or psychological operations purposes |
| (5) Calculated leaks | Senate or House Members | Serve deception or psychological operations purposes |
| (6) Legislation and appropriations (ERP, MDAP, MSP, etc.) | Senate and House | Direct and support a variety of US activities having psychological operations aspects. |

b. Administration

| | | |
|----------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------------|
| (1) Diplomatic Procedure (notes, recognition or withdrawal of recognition, etc.) | State | Give effect to US foreign policy |
| (2) Negotiation of treaties and their revision | State | Serve US policy purposes and provide ammunition for psychological operations. |

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|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| (3) Alliances and Pacts (NATO, the bilateral Japanese-US Pact, etc.) | State and Congress | Serve US policy purposes and provide ammunition for psychological operations. |
| (4) Executive Agreements | State | Serve US policy purposes and provide ammunition for psychological operations. |
| (5) Offer of good offices (e.g., the Harriman mission to Iran, the Graham mission to Kashmir, etc.) | State or Special Presi- dential Repre- sentatives | Reduce friction between various parties when such friction would endanger US interests. |
| (6) Harrassing actions, delays, etc. | State, Justice, Commerce, etc. | Apply pressure by means of petty annoyances |
| (7) Political Sanctuary | State, Justice | Continue a long-standing US policy; provide psychological operations ammunition |
| (8) News releases and speeches (e.g., HICOG's recent state- ment on US policy toward defectors from behind the Curtain | Various Executive Departments and Agencies | Clarify the US position and provide cold war ammunition |
| (9) Calculated leaks | State, Defense, Other US Departments and Agencies | Serve US ends in a variety of ways |
| (10) Ceremonial activities (e.g., dedication of gift statues from the Italian people) | President, State, Other officials and Agencies | Serve US purposes and provide psychological operations ammunition |
| (11) Visits of Dignitaries | State and other US Agencies | Serve as symbols of unity and purpose; also as deception. |
| (12) Proposals embarrassing to the enemy (e.g., suggesting the revision of the Italian Treaty, etc.) | State, Commerce | Serve US purposes by embarrassing the enemy. |
| (13) Deportation (e.g., US attempts to deport Harry Bridges) | State, Justice | Serve US purposes by ridding the country of certain undesirables. |
| (14) International Conferences (UN Assembly in Paris) | State, Commerce, Treasury | Serve as platform for psychological operations. |

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|--------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| (15) War Scare | State, Defense, President | Deter enemy by emphasizing US readiness to go to war |
| (16) Immigration Policies | Congress, President, Justice and State | Serve US purposes and provide psychological operations ammunition |
| (17) Subsidized travel to US | | |
| a. trade union leaders | | |
| b. industrialists and technicians | | |
| c. women leaders | | |
| d. leaders of veterans movements | | |
| e. religious leaders | | |
| f. scientific figures | | |
| g. cultural and intellectual figures | | |
| | State Dept., labor, MSA, ECA, and a variety of non-governmental organizations. | Acquaint leaders of thought of other lands with true nature of life in US. |

c. International

- | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------|
| (1) United Nations | State | Advance US purposes by serving as vehicle for psychological operations. |
| (2) Subsidiary UN organizations (ECOSOC, FAO, UNESCO, WHO, International Court of Justice, Trusteeship Council) | | |
| (3) International organizations in the economic and reconstruction fields (International Monetary Fund, International Bank for Reconstruction and Development, ECA, etc.) | | |
| (4) International organizations in the field of Communications and Transportation (International Telecommunications Union, International Civil Aviation Organization, etc.) | | |

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- (5) International organizations in the field of religion (World Council of Churches, etc.)
- (6) International Organizations in the field of labor (ICFTU, etc., ILO, etc.)
- (7) International organizations organized on a geographical base (Arab League, Organization of American States, Council of Europe, etc.)
- (8) International organizations in the field of science.
- (9) International organizations in the field of youth.
- (10) International women's organizations (Inter-American Commission of Women, etc.)
- (11) International trades and professional organizations
- (12) International veterans organizations

d. Non-Governmental Movements and Activities

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| (1) Organizations for Humanitarian purposes (e.g., Bundles for Britain, Red Cross, CARE, Friendship Train, etc.) | Assist the friends of the US and earn good will. |
| (2) Organizations for good will (e.g., the American Legion's Tide of Toys, the letter-writing campaigns stimulated by Drew Pearson, etc.) | Assist the friends of the US and earn good will. |
| (3) Organizations of refugees (e.g., the NCFE, the European Movement, IRO) | Aid refugees and serve a psychological operations function. |

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G - LABOR

In the Communist arsenal of weapons, there is none so important as the use they make of the trade union and labor movements to further their ends in non-Communist countries. Penetration, infiltration and the seizure of control of trade unions, especially those in the strategic industries, such as coal, communications, transport, maritime, steel and engineering trades, and government service, represent the fundamental precept of Marxist, Leninist and Stalinist revolutionary strategy. Since Lenin's time, the trade union represents the major medium through which the Communists work.

The technique of establishing Communist control has been reduced to a science. The effort and energy expended on the trade union front, the training of specialists for this work, and the central direction of Communist activities in the trade unions from Moscow represent not just another front on which they operate but a major and decisive front. There are four reasons for this concentration on the trade union movement.

- a. It gives them an economic stranglehold on a country, which they use in two ways: strikes to hurt production; wage demands to encourage inflation.
- b. It gives them direct control over masses and enables them to paralyze a country in times of insurrection and rebellion.
- c. It enables them to foster class hatred and national disunity.
- d. It gives them the means of sabotage and espionage.

The Communists are now the dominant group in the trade union movements of France, Italy and Indonesia. They have powerful groups established in the trade union movements of Japan and India. They have a substantial, if less dangerous measure of control, in Finland, and in most of the primitive unions in Central and South America, Africa and

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the Middle East. Their most serious threat, however, is in the first five countries named, i.e., Italy, France, Indonesia, Japan and India.

To dislodge and destroy Communist control of the trade unions must be a major objective of American policy. To achieve this, the main responsibility falls, in the first instance, on the governments of the respective countries. The social and economic policies which they follow have an important bearing on the strength of Communist influence, for by eliminating unemployment, improving wage and social legislation, equalizing the ~~distribution~~ of wealth, etc., etc., these governments can deprive the Communists of the basis of their mass appeal. But beyond this, only these governments have the power to take steps to strengthen the bona fide trade union elements, and to weaken the Communists where they exercise control.

Another powerful force ranged against Communist control of the trade unions is the International Confederation of Free Trade Unions created by the bona fide trade unions of the world, including the AFL, CIO, the British TUC, etc. This body, with the regional organizations which it is now developing, is the main counter-weight to the Communist-controlled World Federation of Trade Unions. Associated with the ICFTU are the International Transportworkers Federation, the International Metal Trades Federation, the International Clothing Workers Federation, and a half dozen other international organizations created by bona fide trade unions in particular industries.

In the United States, the AFL and its associated Free Trade Union Committee have since 1945 supported bona fide trade union elements in various countries in their efforts to rid the trade union movement of Communist control. They maintain representatives in Germany, Europe, Indonesia, India and Japan for this work. But they are hard pressed for funds and have great difficulty expanding their activities. The CIO, since its break with the WFTU, has also been fighting Communism

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in the international field and has one representative for Europe and one in Italy.

The encouragement of free trade unions throughout the world represents a basic policy of the U.S. government. The Mutual Security Law, just passed, specifically lays this down as legislative policy as well. The State Department maintains labor advisors in Washington and has a corps of about 30 labor attaches in the field. ECA has a Labor Division in Washington and labor advisors in nearly all their missions. The Labor Information Service of the ECA and the one now developing under the USIE have as their objective the trade union field.

A measure of cooperation and participation exists between the free labor unions and the Government in order to further the twin objectives of fighting Communism in the international trade union field and developing strong bona fide trade unions. There is, however, a great deal more that can be done in this field both by the Government and by the unions working separately and in concert. Similarly the influence of this Government can be brought to bear on certain other Governments to induce them to follow policies designed to strengthen bona fide labor movements.

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H - MILITARY

1. Psychological Significance of the Field.

Military potential and capacity is the physical element of power in the development of a position of strength; the buttress of foreign policy. The immediate object of foreign policy is national security; the long-range object is world peace.

Rearmament, an advancement to a sound military posture, and economic stability and progress, are essential guarantees of peace. The United States and its allies accept these fundamental postulates. The drive by the Soviet Regime toward a power position of dominance requires an immediate and vigorous counter response by the free world. The pre-eminence of military strength must, therefore, be reflected within all other fields of endeavor. Western world rearmament is to avert war, not precipitate it, and, secondarily, to wage war successfully if the primary objective is not achieved.

2. Programs or Categories; Primary Agency Responsibility: Action

Capabilities

| a. <u>Programs or Categories</u> | <u>Responsibility</u> | <u>Objective</u> |
|----------------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------|
| (1) Regional Collective security arrangements | State Defense | Coalition of allies in recognition of a common danger. |
| (2) Military alliances and pacts | State Defense | Firm military and security commitments |
| (3) National Security Aid Programs (MDAP, Truman Doctrine MSA) | State Defense | (1) Provision of military means to allies. (2) US help to any nation demonstrating the will and determination to remain free. |
| (4) Balanced military forces | Defense | Preparation for any contingency to prevent disaster |

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| <u>Programs of Interest</u> (Cont) | <u>Responsibility</u> | <u>Objectives</u> |
|------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| (5) Occupation Forces | Defense | An interim safeguard until formalization of peace treaties: a ready-made carrier of U.S. values and aims. |
| (6) Military Advisory Missions | Defense | Aids in standardizing doctrine and training, and in increasing readiness. |
| (7) Base rights | State Defense | Instill confidence and ensure offensive capability. |
| (8) Strategic materials stockpiling | GSA NSRB Defense Munitions Board | Provision of critical materials for emergency. |
| (9) Foreign military training in US military schools | Defense | Standardization of tactics and techniques indoctrination in Allied aims. |
| (10) Selective Service Law | Defense | Increase US readiness and strength |
| (11) Special legislative provisions (Lodge Bill) | Congress Defense | (1) Increase in the military potential (2) Utilization of indigenous manpower (3) Generation of a patriotic motivation and an ideal for rallying |
| (12) Ranger and guerrilla training centers | Defense | Specialized training for sabotage activities |
| (13) Mass destruction weapons (AEC) | AEC Defense | Deterrent to general war; confidence building in free world |
| (14) Guided missiles | Defense | A threat potentiality, and confidence builder |
| (15) Para-military forces | Defense | Augmentation of internal security forces for special missions |

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| <u>Programs and Categories</u> (Cont) | <u>Responsibility</u> | <u>Advisory Staff</u> |
|----------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------|
| (16) <u>UN Agencies</u> | | |
| a. UN Military Observer Teams (Palestine, Kashmir) | Defense | Adjudication of cease fire arrangements; instrument for strengthening free world cause |
| b. Military Staff Committee | Defense | Composition of UN military forces (Act 43) |
| (17) Arms Standardization Board | Defense Defense | Cooperation with allies to permit expeditious and uniform weapons allocations. |
| (18) Military Attache System | Defense | Collection of Information; carrier of propaganda and related action. |

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I - POLITICAL ACTION GROUPS

1. Psychological Significance of the Field

The activities of some of the political action groups listed below are appropriate for application to other democracies. Some of the groups are already operating, or could operate, in a still wider variety of countries, including non-democracies. The political action group, as a medium, therefore, has widespread potentialities.

Political action groups invoke a response proportional to the financial support received and to the efficiency and personal connections of their staffs.

Their targets are primarily:

- a. legislative and administrative organs
- b. special groups
- c. the general public

They have an impact upon non-Communists and neutrals outside the Soviet bloc, and by radio and otherwise upon the populations of the satellites, and possibly of the USSR.

Political action groups probably possess as high an effectiveness as any other medium of propaganda and influence. In fact, they may be utilized as agents for every form of propaganda and activist work. The use of political action groups is therefore absolutely essential to the advancement of the interests of the United States and its allies in the cold war.

2. Overt Elements

- a. Current (Type examples only)

(1) Groups organized primarily to promote an international program

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(a) Atlantic Union Committee, Inc.

The lobbying group of Federal Union, Inc. to secure Congressional action in behalf of a federal union (political, military, economic) of the democracies of America, the British Commonwealth, and Western Europe.

(b) Federal Union, Inc.

Promotion among the general public of the idea of a political union of all the western-type democracies.

(c) Committee on the Present Danger

Promotion of legislation favoring US policies abroad, such as the Mutual Aid Pact

(d) National Council for the Prevention of War

Promotion of such US policies as ECA, the mutual assistance program, the educational exchange, aid to the expellees.

(e) The European Movement

Promotion of the idea of a United Europe, largely among Europeans.

(f) United World Federalists, Inc.

Promotion of measures to strengthen the United Nations, and to further US participation in the UN

(g) World Federation of United Nations Associations

Promotion of the idea of international action through the medium of the United Nations.

(2) Groups promoting an international program, as a byproduct of other activities which are primary.

(a) General organizations

A. Americans for Democratic Action

Promotion of anti-communist international policies of the United States, and cooperation with the democracies of the world in the UN

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- B. Rotary International
- (b) Economic (business and agricultural) organizations
 - A. American Farm Bureau Federation
 - B. International Chamber of Commerce
 - C. International Cooperative Alliance
- (c) Labor organizations
 - A. American Federation of Labor

Among its action and propaganda agencies are the Free Trade Union Committee and Labor's League for Political Education.
 - B. Congress of Industrial Organizations

Political Action Committee and various committees promoting same ideals as above.
- (d) Patriotic organizations
 - A. Daughters of the American Revolution
 - B. Society of Mayflower Descendants
 - C. Sons of the American Revolution
- (e) Veterans' organizations
 - A. The American Legion
 - B. American Veterans' Committee
 - C. Reserve Officers Association of the United States
 - D. Veterans of Foreign Wars of the US

"Promotion of matters relating to national security and a sound foreign policy."
- (f) Women's organizations
 - A. American Association of University Women
 - B. General Federation of Women's Clubs
 - C. International Federation of Business and Professional Women

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- D. League of Women Voters of the US
- E. National Council of Jewish Women
- (g) Youth organizations
 - A. Boy Scouts International Bureau
 - B. Students for Democratic Action
Youth group of Americans for Democratic Action. Anti-communist liberal democratic.
 - C. United States National Students Association
Federation of the Student Councils of most American universities.
 - D. World Assembly of Youth
Largest anti-communist international youth organization
- (h) Other organizations
 - A. Catholic Action
The activist organization of the international Roman Catholic Church.
 - B. Interparliamentary Union
Connecting link between all the democratic parliamentary bodies of the world
 - C. National Congress of Parents and Teachers
 - D. World Alliance of YMCA Associations
 - E. World Jewish Congress

(3) Groups promoting programs for individual foreign countries.

- (a) "Hands across the Sea" groups
 - A. English-Speaking Union
 - B. Alliance Francaise
- (b) Refugee groups
 - A. National Committee for Free Europe

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- B. National Committee for Free Asia
- C. Federation of Russia Refugee groups
under Kerensky

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Section V

J - PROFESSIONAL GROUPS

1. Psychological Significance of the Field

Professions have an inherently international character. Many times the professional philosophy is so strong or its personal and humanitarian aspects so compelling that a righteous course of action influences events irrespective of ideological or sociological conditions and circumstances. There exists within the professions a certain respect for ethical practices and common aims which can often be the vehicle for generating responses in accord with free world making beneficial courses of action or concepts which inspire respect, and therefore, for comparisons with oppressive or restrictive measures in Communist areas. This comparison of professional programs, patterns, and methodology is a psychological instrument. The availability or denial of new techniques or data of utility to professional groups could be a lever for electing the support of a suppressed professional group. The professional groups comprise an important element of the intelligentsia, and their pliability and utility as a psychological tool is quite evident.

2. The professions of law, medicine, and journalism are the foremost professional groups with widespread affiliations useful for the objectives of psychological strategy.

a. Legal

In the whole field of basic human rights and the legal protection of those rights, the Soviet system is obviously heavily vulnerable to attack by the legal profession.

How the Soviet system has systematically destroyed those rights and made a travesty of law and justice in all

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countries brought under Soviet domination can be
forcibly demonstrated with almost endless examples.

Coerced courts and constitutions
State theft of property
Official kidnapping
Sudden mass deportations
Slave labor camps
Mock, prejudged trials
Physical abuse of both witnesses and accused.
"Shotgun" balloting
Secret process
Defiance of International Law

The legal profession can set before the average citizen a shocking
factual picture of what is happening under the Soviet system and
what could happen to him if he allowed himself to fall under such a
system. This type of information - the big truth VS the big lie - can
be disseminated and used both overtly and covertly.

Some of the major influential legal organizations in the Western
World are:

- (1) American Bar Association, and other comparable
national associations.
- (2) International League for Rights of Man
75 Seventh Ave., N. Y.
- (3) International Association of Democratic Lawyers
19 Quai Bourbon, Paris
- (4) International Bar Association
501 Fifth Avenue, N.Y.
- (5) International Arbitration League
53 Victoria Street, London
- (6) International Court of Justice of the UN

b. Medical

In some cases directly and in others indirectly, the
medical profession of the so-called free world can
engage in the "cold war" through such measures and
actions as:

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(1) Demonstrating that Western Europe and the USA have higher standards of health and medicine than in Russia and the satellite orbit. (Life is healthier, longer in the free world).

(2) Pointing out that the benefits of the many new "wonder" drugs and curatives developed by the West are denied to Soviet-controlled populations by the "Iron Curtain". (The Soviet "Iron Curtain" keeps you crippled or dooms your child).

(3) Urging, on humanitarian grounds, the exchange of physicians and surgeons, and medical ideas, between the West and the Iron Curtain countries.

(4) Stressing that organized medical counter-measures and life saving techniques available to the West can greatly reduce civilian casualties in the West. (Total war on civilian population is by no means total).

(5) Condemning the Soviet Slave camp program, with its natural temptation, if not actual practice, to engage in medical experimentation on inmates in the Nazi pattern.

(6) Pointing out the vastly superior medical protection of the Western soldier, especially in Korea.
(a) Our wounded live to fight again. (b) What chance has a wounded North Korean or Chinese? (c) Are the Soviets using totally inadequate medical means in Korea because they wish to carry out experimental observations and measures on North Korean and Chinese casualties? Why do so many die? With famine facing China, is it true Soviet medical advisors have been instructed to be indifferent to the conservation of Chinese manpower in Korea? (d) Where is Russian blood plasma for the wounded Chinese, etc.? (e) If Korea is an example, what medical chance has the Satellite Czech, Polish and Hungarian soldier?).

Influential medical and health organizations actively operating today:

- (1) World Health Organization, UNESCO
- (2) National Medical Associations
- (3) World Medical Association
2 East 103 St., N.Y.

(Includes U.S.A., Great Britain, Australia, Canada, and a number of European Associations)

- (4) International Committee of Military Medicine
- (5) International Office of Public Hygiene
- (6) Permanent Committee of International Congress for Medical Assistance by Air.

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c. Journalism

Typical examples of the range and complexity of journalistic involvement in the "cold war" are:

(1) The international news services -- with AP and UP as examples of those which operate independently of governmental control -- with Reuters as an example of one which is definitely influenced by governmental policies -- with Tass as an example of one completely under governmental control for propaganda purposes.

(2) The many national news agencies operating in other countries for propaganda purposes, such as the Greek Communist agency, "Maritpress", in England.

(3) The United States press presents such extremes as the so-called "isolationist" Hearst interests, the independent "New York Times" and the Communist Party Organization, "The Daily Worker".

(4) The great metropolitan newspapers and press organizations in the free world which are controlled organs of political parties, such as the Communist "L'Humanite" in France, and the Social Democratic, "Die Telegraf", and the Christian Democratic, "Der Tag", in Germany.

(5) The political propaganda newspaper, printed in many languages and having world wide distribution, such as the weekly Cominform paper, published in Bucharest.

(6) The large, dominant Communist party newspapers in Russia and satellite countries, such as "Pravda" in Russia, "Rude Prave" in Czechoslovakia and "Szabad Nep" in Hungary.

(7) Press control or suppressive measures recently taken by countries in the "outside" world, such as the "La Prensa" rape in Argentina and the increasing press censorship controls of Nehru.

(8) The entire multi-lingual emigre and refugee press, both in the United States and throughout the world.

(9) The specialized newspaper with a definite propaganda objective, such as the Communist agrarian publication in France, "La Terre".

(10) Press organizations used as political fronts, such as the Communist controlled "International Organization of Journalists".

(11) National journalist unions, such as the "British National Union of Journalists (NUS)".

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K. - RELIGION1. Psychological Significance of the Field

The potentialities of religion as an instrumentality for combatting Communism are universally tremendous. Religion is an established basic force which calls forth men's strongest emotions. Because of the immoral and un-Christian nature of Communism and its avowed opposition to and persecution of religions, most of the world's principal religious organizations are already allied with the cause of the free nations. Our over-all objective in seeking the use of religion as a cold war instrument should be the furtherance of world spiritual health; for the Communist threat could not exist in a spiritually healthy world.

That the USSR is vulnerable with respect to its position in opposition to religion was demonstrated during World War II, when the Kremlin attempted to re-establish some degree of religious freedom in order to gain the support of the people under the national stress of war. Current information from the Iron Curtain countries testifies to the effectiveness of even sporadic and unorganized religious opposition to the Communist regimes.

2. Programs or Categories; Primary Agency Responsibility; Action Capabilities.

| a. | <u>Programs or Categories</u> | <u>Responsibility</u> | <u>Action Capabilities</u> |
|-----|-------------------------------|-----------------------|----------------------------------------------------------------------------------------------------|
| (1) | USIE VOA | State | To publicize through all available media, the Communist threat to religions and the freedom of man |
| (2) | Religious Advisory Panel | State | To provide religious support and policy guidance to the State Department's information activities. |

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| <u>Programs and Categories</u> (Cont) | <u>Responsibility</u> | <u>Objectives</u> |
|------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------|
| (3) UNESCO | U.N. | To promote freedom of religion among the nations of the world. |
| (4) Individual Church Groups | State | To encourage churches, their leaders, and their members to oppose Communist doctrine and practices. |

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I. - SCIENCE

1. Psychological Significance of the Field

The exploitation of the sciences constitutes a major element in the prosecution of the cold war, as well as a major element of the preparation for and waging of the hot war by both the U.S. and the Communist Bloc. Scientific research and development provide the means (devices, techniques, practices) by which the cold war may be waged most effectively and efficiently. The extent of the U.S. scientific lead over its enemies is more important than absolute accomplishment or progress; therefore, the slowing down of the enemy's scientific progress will have the effect of increasing the U.S. lead.

Of particular significance in the general field of science is the cohesive force evident among individuals comprising each field of science --in some cases such cohesive force rises above differences in ideologies and forms a basis for fraternization, as well as for an exchange of ideas in the particular field.

2. Programs or Categories; primary agency responsibility; action capabilities:

| <u>Program</u> | <u>Responsibility</u> | <u>Objective</u> |
|--------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (1) USIE | State | To promote exchange of information, culture and ideas. |
| (2) UNESCO | | To remove national barriers and provide interchange of scientific developments. |
| (3) International Control of Atomic Energy | U.N. & State | To promote exchange of scientific information for peaceful ends and to control the use of atomic energy to extent necessary to insure its use only for peaceful purposes. |

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